

# City Innovation Snapshot | São Paulo, Brazil

## Overview

- ▶ Mayor: Bruno Covas
- ▶ Lead staff on innovation: Daniel Annenberg
- ▶ Population of municipality: 12.11 million (2018)

## Spotlight on São Paulo | Public Innovation Labs

São Paulo Municipality created **three public innovation labs**. The **MobiLab** promotes the creation of innovative solutions to urban mobility issues by the city's start-up ecosystem. The **Pátio Digital** is an open government initiative focused on increasing transparency and citizen engagement, and improving educational services. The **(011).lab** promotes new ways of designing policies with collaborative and citizen-centric approaches. Acting as platforms to increase citizen engagement and encourage collaboration between the government, the private sector and civil society, they strive to tackle the city's recurrent complex issues through co-creation approaches and innovative problem-solving methodologies. By promoting the innovation culture within the municipality, they contribute to improve urban governance and services' quality.

## Vision and approach to innovation capacity

### The city's innovation strategy

Along with 56% of cities surveyed, São Paulo does not have an **explicit innovation strategy**.

The city most closely associates innovation capacity with the following terms:

Experimentation

Human-centred design

### Approaches to innovation capacity

Similar to 40% of cities surveyed, São Paulo approaches innovation capacity **both** from a **holistic/macro level**, as well as in **specific policy areas**.

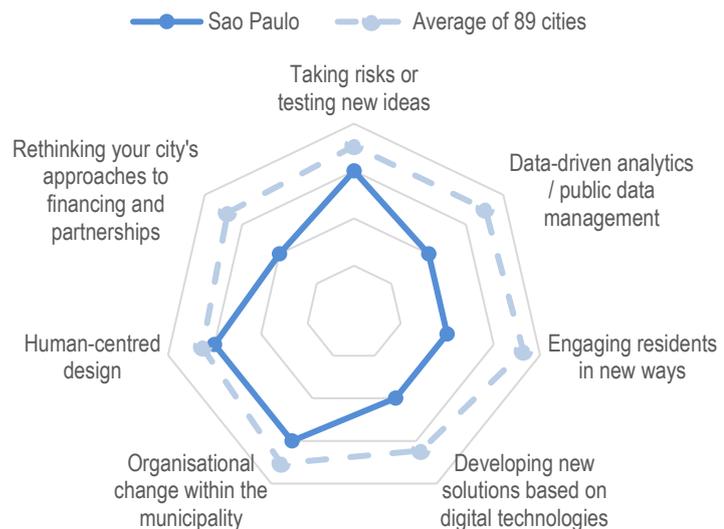
The **top two priority policy areas** for the city's innovation work include:

Digital governance

Education

### Most common innovation activities

São Paulo's most common innovation activities are **taking risks and testing new ideas; facilitating organisational change within the municipal administration; and promoting human-centred design**.



## Funding for innovation capacity

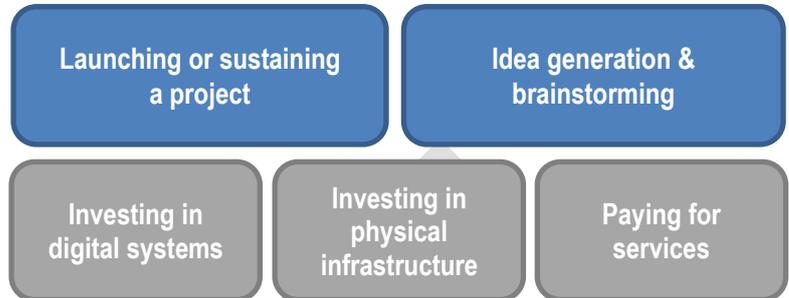
### Funding to support innovation capacity

Like 77% of cities surveyed, São Paulo has dedicated funding to support innovation capacity, which originates from the following sources:

- ✓ **Municipal budget**  
(city council approved funds)
- ✓ **External funding** (philanthropy/  
non-profit/academic/think tank  
resources)

### Types of activities being funded

São Paulo's funding for innovation capacity is generally directed towards **launching or sustaining a project**, and **generating ideas & brainstorming**. These are the two most commonly funded activities among all cities surveyed.



## Organisational structure & staffing



Situated in the Department of Innovation and Technology, São Paulo has **two teams** for innovation – Innovation Platform with **5 staff** and Innovation Projects with **3 staff**. In addition, there are other innovation initiatives in other departments of the municipality.

Staff skills and profiles include:

- ✓ **Project manager**
- ✓ **Designer**
- ✓ **Sociologist**
- ✓ **Public manager**
- ✓ **Architect**
- ✓ **Lawyer**
- ✓ **Economist**
- ✓ **International relations officer**

## Partnerships for innovation & data



**São Paulo** has developed partnerships to promote its innovation capacity with **other public agencies, private firms, not-for-profit organisations, and city residents/resident associations**. The city engages with different partners depending on the focus of work.

To improve data use, the city has also developed **data partnerships with academia and think tanks** to collect and analyse data, as well as **with other cities**. For instance, the city has established partnership with IDB and 4 other cities to develop Big Data capability.

## Measuring outcomes

Policy areas that **benefit from sufficient data**, or **lack sufficient data**, to support innovation capacity in the city:



NB: No response provided by the city for the policy areas in grey.

Innovation is **helping the city** to:

- ✓ **Improve internal government operations**
- ✓ **Simplify administrative procedures for firms and residents**
- ✓ **Engage residents and other stakeholders**

The most **critical success factors** in supporting the city's innovation work:

- ✓ **Focus on measurement**
- ✓ **Dedicated innovation team**
- ✓ **Human Resource support**
- ✓ **Leadership from Mayor**